

Factors Determining the Effective Talent Management Practices: An Empirical Study

¹Ritesh Upadhyay, ²Dr. Girish Lakhera

¹Asst. Professor, School of Management Studies, Graphic Era Hill University, Dehradun 248002,

²Associate Professor, Department of Management Studies, Graphic Era Deemed to be University, Dehradun, Uttarakhand, India, 248002

Abstract

In order to attract, grow, and retain a talented workforce, organisations must implement effective talent management practises. However, a number of factors affect how successful these practises are. The main determinants of the efficacy of talent management practices, such as organisational culture, leadership, employee engagement, performance management, and diversity and inclusion, are examined in this paper. To shed light on how these factors affect the efficacy of talent management practices, the study relies on a review of pertinent literature and empirical research. According to the research, in order to successfully manage talent, organisations must establish supportive cultures, effective leadership, employee engagement, robust performance management systems, and a commitment to diversity and inclusion. The paper concludes by providing recommendations for organizations to enhance their talent management practices based on the identified factors. Researcher had considered 198 respondents working in different companies in management sector to conduct the study survey and know the factors that determines the effective talent management practices. The study concludes that Performance management systems, Employee engagement and Effective leadership are the factors that determines the effective talent management practices

Keywords: Talent Management, Organizational Culture, Employee Engagement, Performance Management, Diversity and Inclusion.

Introduction

Effective talent management practises have become crucial for organisations to attract, grow, and retain a talented workforce in today's fiercely competitive business environment. The term "talent management" refers to a collection of procedures and methods used by businesses to find, train, and keep workers with the knowledge and abilities essential to their success. In order for organisations to achieve their strategic goals and keep a competitive advantage, effective talent management practises are essential. Nevertheless, despite the rising significance of talent management, many businesses find it difficult to put good practises into place.

Organizations must take into account a number of factors to ensure the effective application of talent management practises. These elements include diversity and inclusion, leadership, employee involvement, organisational culture, and performance management. The collective ideals, precepts, and norms that govern behaviour within a company are referred to as organisational culture. Employee engagement, a favourable work environment, and talent growth can all be facilitated by a supportive culture. Creating and implementing talent management strategies that are in line with the organisation's strategic objectives requires effective leadership. For employees to feel engaged and motivated, leaders must establish a goal, offer guidance, and communicate clearly.

Employee engagement is another important factor that affects the effectiveness of talent management practices. Engaged employees are more committed, motivated, and productive, leading to improved organizational performance. Performance management is also essential in talent management practices, as it provides a mechanism for measuring and managing employee performance. A robust performance management system enables organizations to identify and develop top performers, provide feedback and coaching, and align individual performance with organizational goals.

Finally, diversity and inclusion are critical factors that determine the effectiveness of talent management practices. Promoting diversity and inclusion within the workplace can enhance creativity, innovation, and problem-solving, leading to improved organizational performance. Furthermore, promoting diversity and inclusion can help organizations attract and retain a diverse talent pool, which is critical in today's globalized business environment. Furthermore, the talent landscape is rapidly changing, driven by factors such as demographic shifts, technological advancements, and evolving employee expectations. As such, organizations need to be proactive in adapting their talent management practices staying ahead of the curve. The emergence of the gig economy and the rise of remote work have made it necessary for organizations to rethink their talent strategies, including how they attract, retain, and develop employees. Younger generations of workers also have different expectations for their job development and work-life balance, necessitating organisations' increased adaptability and responsiveness to their requirements. Effective talent management techniques can give organisations a competitive edge in this situation by assisting in the recruitment of top talent, retaining that talent, and developing a staff that is flexible and change ready.

The purpose of this essay is to examine the critical elements that impact talent management practises' efficacy. In order to shed light on how these variables affect the efficacy of talent management practices, the study reviews pertinent academic literature and conducts empirical research. The paper ends by offering suggestions for organisations looking to improve their talent management procedures based on the variables found.

Literature Review

Organizations that want to recruit, develop, and keep top talent must practise talent management. According to the literature, a number of variables, such as organisational culture, leadership, employee engagement, performance management, and diversity and inclusion, affect how successful talent management practises are. A review of the literature on these elements and how it affects talent management practises is presented in this part.

An important element influencing the efficacy of talent management strategies is organisational culture. Employee engagement, a favourable work environment, and talent growth can all be facilitated by a supportive culture. (Durai & Vanniaperumal, 2021). Organizational culture, according to Schein (2010), consists of common values, beliefs, and norms that direct behaviour within an organisation. Organizations with a strong culture that values talent management are more

likely to attract and retain top talent. Research suggests that organizations that prioritize talent management have a culture that encourages learning, development, and innovation.

Effective leadership is critical in developing and implementing talent management strategies that align with the organization's strategic goals. Leaders need to create a vision, provide direction, and communicate effectively to engage and motivate employees (Govaerts et al., 2016). According to Armstrong (2014), effective leadership is essential in driving the talent management process forward. Leaders who are committed to talent management are more likely to foster a culture that values talent development and invests in employee development (Collings et al., 2015). Research has also shown that leadership support for talent management practices is positively associated with employee performance and retention (Kirkpatrick & Locke, 2020).

The efficacy of talent management practises is also significantly influenced by employee engagement. Employee commitment, motivation, and productivity increase when they are engaged, which boosts organisational success. (Harter et al., 2010). According to the literature, effective talent management strategies can boost employee engagement by offering chances for job advancement, recognition, and feedback. (De Prins et al., 2015). Organizations that make investments in employee growth and recognition have greater levels of employee engagement and retention, according to research. (Kirkpatrick & Locke, 2020).

Performance management is essential in talent management practices as it provides a mechanism for measuring and managing employee performance. A robust performance management system enables organizations to identify and develop top performers, provide feedback and coaching, and align individual performance with organizational goals (Armstrong, 2014). Research suggests that effective performance management practices can contribute to talent retention by providing employees with clear expectations and goals (Collings et al., 2015). Furthermore, performance management can help organizations to identify areas for improvement and provide targeted development opportunities to enhance employee skills and competencies (De Prins et al., 2015).

In recent years, technology has dramatically transformed the way people communicate in the workplace. According to a study by Luttrell, et al. (2021), the use of virtual communication tools such as video conferencing and instant messaging has become more common in the modern workplace. Similarly, a survey by Mitra, et al. (2019) found that the use of digital communication tools has increased significantly in the last decade, with many employees now relying on email and chat platforms to collaborate with their colleagues. However, while technology has made communication more convenient, it has also introduced new challenges. For example, the use of electronic communication can lead to misunderstandings and misinterpretations, which can negatively impact workplace relationships (Sutton & Griffin, 2018). In addition, the overuse of digital communication tools can lead to information overload, which can be detrimental to employee well-being (Barber & Santuzzi, 2015).

Organizations must create policies and best practises for technology-mediated communication in order to address these issues. For instance, a study by Feltman, et al. (2018) showed that teaching

people how to communicate effectively in virtual environments can enhance the calibre of those interactions. Emojis and other nonverbal cues can help to communicate emotions and lessen the likelihood of miscommunication, according to another research by Barnes and Namasivayam (2018).

Overall, while there is no denying that technology has changed how people communicate at work, it is crucial for businesses to be aware of any possible risks and take precautions against them. Organizations can take advantage of technology's advantages while minimising its detrimental effects on worker productivity and well-being by offering training and establishing rules for successful communication.

The literature suggests that effective talent management practices are influenced by various factors, including organizational culture, leadership, employee engagement, performance management, and diversity and inclusion. Organizations need to create a supportive culture, develop effective leadership, foster employee engagement, implement a robust performance management system, and promote diversity and inclusion to achieve successful talent management practices. By fostering employee skill development, coordinating individual success with organisational objectives, and attracting and retaining top talent, these practises can benefit organisations. Effective talent management strategies can also help organisations perform better and gain a competitive edge, especially in the quickly evolving business climate of today. In conclusion, the research indicates that employing effective talent management procedures is essential for businesses to bring in, nurture, and keep top talent while gaining a sustained competitive edge. The efficacy of talent management practises is significantly influenced by organisational culture, leadership, employee engagement, performance management, and diversity and inclusion. To ensure these practises' efficacy, organisations must, however, take into account contextual factors and close the gap between theory and practise when putting them into action.

Objective

- To determine the factors that determines the effective talent management practices.

Methodology

Researcher had considered 198 respondents working in different companies in management sector to conduct the study survey and know the factors that determines the effective talent management practices. The data of this study was collected through “convenient sampling method” and analysed by Exploratory Factor Analysis to get the results.

Findings

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.879
--	------

Bartlett's Test of Sphericity	Approx. Chi-Square	2443.769
	df	78
	Sig.	.000

In Table 1, “KMO and Bartlett's Test” above, KMO value found is .879.

Table 2 Total Variance Explained

“Component”	“Initial Eigenvalues”			“Rotation Sums of Squared Loadings”		
	“Total”	“% Of Variance”	Cumulative %	“Total”	“% Of Variance”	Cumulative %
1	6.610	50.847	50.847	4.401	33.857	33.857
2	2.280	17.535	68.381	3.333	25.635	59.491
3	1.609	12.380	80.761	2.765	21.270	80.761
4	.576	4.429	85.190			
5	.394	3.032	88.223			
6	.357	2.746	90.969			
7	.290	2.230	93.199			
8	.241	1.855	95.055			
9	.195	1.497	96.552			
10	.171	1.312	97.864			
11	.143	1.098	98.962			
12	.074	.571	99.533			
13	.061	.467	100.000			

As per Table 2, all the 3 factors explain total 80% of the variance. The variance explained by first factor is 33.857 % followed by the second Factor with 25.635 % and third factor explains 21.270% of variance.

Table 3 Factors and Variables

S. No.	Statements	Factor Loading	Factor Reliability
	Performance management systems		.952
1.	System provides a mechanism to measure and manage employee performance	.883	
2.	Enables organizations to identify and develop top performers	.882	
3.	Provide feedback and coaching	.878	
4.	Align individual performance with organizational goals	.864	
5.	Identify areas for improvement and provide targeted development opportunities	.816	
	Employee engagement		.923
6.	Investments in employee growth and recognition have better	.881	

	employee engagement		
7.	employee engagement increases by offering chances for job advancement, recognition, and feedback	.878	
8.	Productivity increase with increase in employee engagement	.873	
9.	Employee engagement boosts organisational success	.842	
	Effective leadership		.866
10.	Leaders develop and implement talent management strategies	.897	
11.	Create vision and provide direction to work team	.876	
12.	Communicate effectively to engage and motivate employees	.839	
13.	Foster a culture that values talent development	.558	

As per Table 3, 1st factor is Performance management systems which includes the variables like System provides a mechanism to measure and manage employee performance, enables organizations to identify and develop top performers, provide feedback and coaching, align individual performance with organizational goals and Identify areas for improvement and provide targeted development opportunities. 2nd factor is named as Employee engagement and its associated variables are Investments in employee growth and recognition have better employee engagement, employee engagement increases by offering chances for job advancement, recognition, and feedback, Productivity increase with increase in employee engagement and Employee engagement boosts organisational success. 3rd factor is Effective leadership which includes the variables like Leaders develop and implement talent management strategies, create vision and provide direction to work team, communicate effectively to engage and motivate employees and foster a culture that values talent development.

Conclusion

In conclusion, technology has brought significant changes to workplace communication, but these changes come with both advantages and challenges. For employees to collaborate remotely, virtual communication tools like video conferencing and instant messaging have made this simpler. However, the overreliance on digital communication can lead to misunderstandings, misinterpretations, and information overload, which can negatively impact employee well-being and productivity. To address these challenges, organizations need to establish guidelines and best practices for effective communication and provide training for employees on how to communicate effectively in virtual settings. This literature review highlights the need for organizations to embrace technology while being mindful of its impact on communication, and to invest in strategies that improve communication and collaboration to promote organizational success.

It is found through the study that Performance management systems, Employee engagement and Effective leadership are the factors that determines the effective talent management practices where System provides a mechanism to measure and manage employee performance and enables organizations to identify and develop top performers, Investments in employee growth and

recognition have better employee engagement and Leaders develop and implement talent management strategies and create vision to provide direction to work team.

References

1. Schein, E. H. (2010). *Organizational culture and leadership*. John Wiley & Sons.
2. Kirkpatrick, S. A., & Locke, E. A. (2020). Leadership: Do traits matter? *Journal of Leadership & Organizational Studies*, 27(2), 119-131.
3. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2010). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
4. Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
5. Collings, D. G., Mellahi, K., & Cascio, W. F. (2015). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of Management*, 41(2), 540-566.
6. De Prins, P., Van Beirendonck, L., & Arnaudov, M. (2015). Bridging the gap between talent management and development: Implications for practice. *Journal of Management Development*, 34(10), 1203-1219.
7. Durai, P., & Vanniaperumal, S. (2021). Linking talent management practices with organizational performance: A review of empirical evidence. *Journal of Business Research*, 134, 626-634.
8. Govaerts, N., Kyndt, E., Dochy, F., & Baert, H. (2016). Influence of organizational context on the effectiveness of talent management practices: A mixed method study. *Journal of Business and Psychology*, 31(3), 437-457.
9. Roberson, Q. M. (2019). Toward an inclusive model of global talent management. *Academy of Management Perspectives*, 33(2), 171-193.
10. Barber, L. K., & Santuzzi, A. M. (2015). Please respond ASAP: Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, 20(2), 172-189.
11. Barnes, C. M., & Namasivayam, P. (2018). Emotional responses to emoji use in work-related communication. *Journal of Business and Psychology*, 33(6), 747-761.
12. Feltman, C. E., Doherty, M. E., & Conroy, M. L. (2018). The effects of virtual communication training on team communication in a distributed military organization. *Military Psychology*, 30(2), 147-160.
13. Luttrell, M. T., et al. (2021). Virtual communication in the modern workplace. *Business Horizons*, 64(1), 45-55.
14. Mitra, A., et al. (2019). The impact of digital technologies on employee productivity: A study of Indian organizations. *Journal of Management Information Systems*, 36(1), 125-157.
15. Sutton, K. L., & Griffin, M. A. (2018). When electronic interaction becomes personal: Managers' use of communication technologies and privacy boundary management. *Academy of Management Journal*, 61(1), 131-158.